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**Contracting**

**OPERATIONAL CONTRACTING**

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This instruction implements AFR 64-1, *The Contracting System*, by defining the functions of the operational contracting squadrons and flights that AFI 38-101, *Organization*, authorizes. This instruction uses the terms "contracting squadrons," "contracting squadron commanders," and "contracting flights." For those operational contracting offices not organized as squadrons, these terms correspond to "operational contracting office," "chief, contracting office," and "contracting branches," respectively. For purposes of this AFI the term "squadron" is synonymous with "numbered flight." This instruction does not apply to the Air National Guard and the Air Force Reserve.

**SUMMARY OF REVISIONS**

This is the initial publication of AFI 64-102, substantially revising AFR 70-8. It changes the flight titles and functions resulting from changes to the organizational structure for operational contracting in AFI 38-101.

**1. Operational Contracting Squadrons.** Provide installation and tenant unit commanders with local purchase support according to AFI 64-109, *Local Purchase Program* (formerly AFR 70-18).

**2. Contracting Squadron Management Team:**

**2.1. The Contracting Squadron Commander:**

- Decides how much authority each manager has within the squadron.
- Performs duties according to AFI 64-109.

**2.2. The Director of Business Programs:**

- Manages the squadron's small business programs (such as small business set-asides and awards to small businesses, disadvantaged businesses, women-owned businesses, and so forth).
- Helps the squadron commander manage the squadron.
- Helps with management programs.
- Participates in meetings.
- May serve as the rating official for civilian flight chiefs.

**2.3. Contracting Superintendent.** Normally the senior enlisted person in the squadron, may serve as the first sergeant for the squadron. Oversees these areas as the Contracting Squadron Commander directs:

- Self-inspection.
- On-the-job training (OJT).
- Training for formal schools.
- Flight and squadron training.
- Contingency contracting.
- Military career advisor.
- Advisor to the commander and civilian flight chiefs on enlisted matters.
- Advises the commander on technical matters.
- Monitors management programs.
- Participates in meetings.

#### **2.4. All Flight Chiefs:**

2.4.1. Ensure that personnel within the flight receive adequate formal school training, OJT, and flight-specific training.

2.4.2. Supervise civilian and military members of the flight.

2.4.3. Evaluate task performance by:

- Counseling those with substandard performance.
- Recognizing those with superior performance.
- Providing annual ratings for both civilian and military personnel.

2.4.4. Set up customer education programs.

2.4.5. Hold regular meetings to resolve problems and foster a team environment.

#### **2.5. Management Analysis and Support Flight Chiefs:**

- Manage civilian and military personnel who operate the Base Contracting Automated System (BCAS).
- Prepare required monthly, quarterly, and yearly reports.
- Analyze work loads and report the results to the Squadron Commander and the Director of Business Programs.

- Manage the civilian and military personnel who control incoming purchase requests, distribute contractual documents, and provide typing and general administrative support.
- Advise the commander and other squadron management personnel on automated products and questions concerning BCAS.

## **2.6. Commodities Contracting Flight Chiefs:**

2.6.1. Manage civilian and military personnel who award and administer contracts for commodities and equipment.

2.6.2. Monitor priority trends and purchase descriptions from major customers such as base supply and medical supply.

2.6.3. Advise the squadron commander of purchases or contracts that may be important at the wing commander level.

2.6.4. Monitor management indicators such as:

- Priority requisitions and emergency walk-throughs.
- Modification rates for purchase and delivery orders.
- Decentralized purchasing programs.
- Open purchase requests.
- Contracting administrative lead times.
- Overall fluctuations in work load for unfavorable trends.

2.6.5. Correct unfavorable trends and inform the squadron commander of the potential impact upon the squadron.

## **2.7. Services Contracting Flight Chiefs:**

2.7.1. Manage civilian and military personnel who award and administer contracts for service requirements.

2.7.2. Monitor management indicators such as:

- Advance contract planning.
- Priority requisitions and walk-throughs.
- Modification rates.
- Open purchase requests.
- Contracting administrative lead times.
- Contract discrepancy reports.
- Overall fluctuations in work load for unfavorable trends.

2.7.3. Correct unfavorable trends and inform the squadron commander of the potential impact upon the squadron.

2.7.4. Stay informed of the local Quality Assurance Evaluation Program.

## **2.8. Construction Contracting Flight Chiefs:**

2.8.1. Manage civilian and military personnel who award and administer contracts for construction requirements.

2.8.2. Monitor management indicators such as:

- Modification rates.
- Open purchase requests.
- Time extensions on construction contracts.
- Overall fluctuations in work load for unfavorable trends.

2.8.3. Correct unfavorable trends and inform the squadron commander of the potential impacts upon the squadron.

2.8.4. Maintain good working relationships with civil engineering counterparts.

**2.9. Other Flight Chiefs.** AFI 38-101 contains procedures for establishing other flights. These flight chief's perform managerial duties similar to those in paragraph **2.4.** through 2.8.4.

**3. Services Contracting Flights.** Acquires and administers all contract services for installation and tenant missions according to applicable laws and AFIs.

**4. Construction Contracting Flights.** Acquires and administers all construction and architect-engineering contracts for installation and tenant missions according to applicable laws and AFIs.

**5. Commodities Contracting Flights.** Acquires and administers all commodity contracts for installation and tenant missions according to applicable laws and AFIs.

**6. Management Analysis and Support Flights:**

- Manage the BCAS.
- Provide trend analysis reports to management.
- Identify key operational indicators to management.
- Direct local planning, development, enhancement, and operation of BCAS computer systems and miscellaneous office automation.
- Perform quality control of documentation for the contracting squadron.
- Orients the private sector in Government contracting policies and specific installation requirements.

**7. Specialized Contracting Flights.** Perform contracting services beyond those that an operational contracting squadron normally performs. (See AFI 38-101 for authorization.) *Note: This flight performs the same type of general functions as the commodities or services flights do, but with complex, specialized requirements.*

**8. Additional Support Flights.** Perform tasks (for all levels within an organization) common to commodities, services, or construction contracting or tasks associated with consolidated activities, such as pricing, review, and so forth. (See AFI 38-101 for authorization.)

**9. Setting Up Sub-Sections.** Contracting Squadron Commanders may set up sub-sections within any of the flights described in this AFI (such as a contract repair sub-section under the services flight).

RICHARD E. HAWLEY, Lt General, USAF  
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for Acquisition